

**Request for Proposals
Organizational and Program Development Consultant**

INTRODUCTION

Through this Request for Proposals (“RFP”), Rhode Island Housing seeks proposals from qualified firms to provide consulting services to the agency, which will inform potential changes to program offerings, program focus, and staff structure.

INSTRUCTIONS

One (1) original and three (3) copies of each proposal must be submitted to Rhode Island Housing, 44 Washington Street, Providence, Rhode Island 02903-1721, Attn: Barbara G. Fields, Acting Executive Director. Please also direct a courtesy copy by email to: mdicristofano@rhodeislandhousing.org. Proposals should be concise and include all attachments and work samples. Proposals should be presented on business letterhead.

Proposals must be received no later than 5:00 EST p.m. on February 13, 2015.

Respondents are advised that all submissions (including those not selected for engagement) may be made available to the public on request upon completion of the process and award of a contract(s). Accordingly, any information included in the proposal that the respondent believes to be proprietary or confidential should be clearly identified as such.

SCOPE OF WORK

Please see the Scope of Work provided at Attachment A.

ITEMS TO BE INCLUDED WITH YOUR PROPOSAL

A. General Firm Information

1. Provide a brief description of your firm, including but not limited to the following:
 - a. Name of the principal(s) of the firm.
 - b. Name, telephone number and email address of a representative of the firm authorized to discuss your proposal.
 - c. Address of all offices of the firm.
 - d. Number of employees of the firm.

B. Experience and Resources

1. Describe your firm; its capabilities; and its experience providing consulting services to government, quasi-government and/or not-for-profit institutions. Describe your firm's knowledge and experience with respect to affordable housing finance programs, both single-family and multifamily, and federal rental programs. In particular, support your capacity to perform the Scope of Work.
2. Indicate which principals and associates from your firm would be involved in providing services to Rhode Island Housing. Provide appropriate background information for each such person and identify his or her responsibilities.
3. Provide a detailed list of references including a contact name and telephone number for organizations or businesses for whom you have performed similar work.
4. Identify any conflict of interest that may arise as a result of business activities or ventures by your firm and associates of your firm, employees, or subcontractors as a result of any individual's status as a member of the board of directors of any organization likely to interact with Rhode Island Housing.
5. Identify any material litigation, administrative proceedings or investigations in which your firm is currently involved. Identify any material litigation, administrative proceedings or investigations, to which your firm or any of its principals, partners, associates, subcontractors or support staff was a party, that has been settled within the past two (2) years.
6. Describe how your firm will handle actual and or potential conflicts of interest.

C. Fee Structure

The cost of services is one of the factors that will be considered in awarding this contract. The information requested in this section is required to support the reasonableness of your fees.

1. Please provide a cost proposal for providing the Scope of Work at Attachment A.
2. Provide an itemized breakdown of billing rates and hourly costs, list of key personnel and their hourly rates, reimbursable expenses, etc. for any services that may be requested in addition to the services previously described.
3. Please provide any other fee information applicable to the engagement that has not been previously covered that you wish to bring to the attention of Rhode Island Housing.

D. Miscellaneous

1. Rhode Island Housing encourages the participation of persons of color, women, persons with disabilities and members of other federally and State-protected classes. Describe your firm's affirmative action program and activities. Include the number and percentage of members of federally and State-protected classes who are either principals or senior managers in your firm, the number and percentage of members of federally and State-protected classes in your firm who will work on Rhode Island Housing's engagement and, if applicable, a copy of your Minority- or Women-Owned Business Enterprise state certification.
2. Discuss any topics not covered in this Request for Proposals that you would like to bring to Rhode Island Housing's attention.

E. Certifications

1. Rhode Island Housing insists upon full compliance with Chapter 27 of Title 17 of the Rhode Island General Laws, Reporting of Political Contributions by State Vendors. This law requires State Vendors entering into contracts to provide services to an agency such as Rhode Island Housing, for the aggregate sum of \$5,000 or more, to file an affidavit with the State Board of Elections concerning reportable political contributions. The affidavit must state whether the State Vendor (and any related parties as defined in the law) has, within 24 months preceding the date of the contract, contributed an aggregate amount in excess of \$250 within a calendar year to any general officer, any candidate for general office, or any political party.
2. Does any Rhode Island "Major State Decision-maker," as defined below, or the spouse or dependent child of such person, hold (i) a ten percent or greater equity interest, or (ii) a Five Thousand Dollar or greater cash interest in this business?

For purposes of this question, "Major State Decision-maker" means:

(i) All general officers; and all executive or administrative head or heads of any state executive agency enumerated in § 42-6-1 as well as the executive or administrative head or heads of state quasi-public corporations, whether appointed or serving as an employee. The phrase "executive or administrative head or heads" shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff;

(ii) All members of the general assembly and the executive or administrative head or heads of a state legislative agency, whether appointed or serving as an employee. The phrase "executive or

administrative head or heads” shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff;

(iii) All members of the state judiciary and all state magistrates and the executive or administrative head or heads of a state judicial agency, whether appointed or serving as an employee. The phrase “executive or administrative head or heads” shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel, chief of staff or state court administrator.

If your answer is “Yes,” please identify the Major State Decision-maker, specify the nature of their ownership interest, and provide a copy of the annual financial disclosure required to be filed with the Rhode Island Ethics Commission pursuant to R.I.G.L. §§36-14-16, 17 and 18.

3. Please include a letter from your president, chairman or CEO certifying that (i) no member of your firm has made inquiries or contacts with respect to this Request for Proposals other than in an email or written communication to Marilena DiCristofano, mdicristofano@rhodeislandhousing.org, seeking clarification on the Scope of Work set forth in this proposal, from the date of this RFP through the date of your proposal, (ii) no member of your firm will make any such inquiry or contact until after February 13, 2015, (iii) all information in your proposal is true and correct to the best of her/his knowledge, (iv) no member of your firm gave anything of monetary value or promise of future employment to a Rhode Island Housing employee or Commissioner, or a relative of the same, based on any understanding that such person’s action or judgment will be influenced and (v) your firm is in full compliance with Chapter 27 of Title 17 of the Rhode Island General Laws, Reporting of Political Contributions by State Vendors.

EVALUATION AND SELECTION

A selection committee consisting of Rhode Island Housing employees (the “Committee”) will review all proposals and make a determination based on the following factors:

- Professional capacity to undertake the Scope of Work
- Proposed fee structure
- Ability to perform within time and budget constraints
- Evaluation of potential work plans
- Previous work experience and performance with Rhode Island Housing and/or similar organizations
- Recommendations by references
- Firm minority status and affirmative action program or activities

- Other pertinent information submitted.

Rhode Island Housing may invite one or more finalists to make presentations.

In its sole discretion, Rhode Island Housing may negotiate with one or more firms who have submitted qualifications to submit more detailed proposals on specific projects as they arise.

By this Request for Proposals, Rhode Island Housing has not committed itself to undertake the work set forth. Rhode Island Housing reserves the right to reject any and all proposals, to rebid the original or amended scope of services and to enter into negotiations with one or more respondents. Rhode Island Housing reserves the right to make those decisions after receipt of responses. Rhode Island Housing's decision on these matters is final.

For additional information contact: Marilena DiCristofano, Executive Manager, mdicristofano@rhodeislandhousing.org.

Attachment A

Scope of Work

Rhode Island Housing seeks to engage a qualified firm to provide consulting services to the agency, which will inform potential changes to program offerings, program focus, and staff structure.

Rhode Island Housing is a privately funded public purpose corporation, created by an act of the Rhode Island General Assembly in 1973. Rhode Island Housing uses all of its resources to provide low-interest loans, grants, education and assistance to help Rhode Islanders find, rent, buy, build and keep good homes. Please visit Rhode Island Housing's organizational website at www.rhodeislandhousing.org for a fuller description of Rhode Island Housing's single-family and multifamily lending programs; housing development and rehabilitation programs; educational programs for homebuyers and other consumers; and grant and subsidy programs for rental housing. The successful respondent will have a thorough working understanding of these various affordable housing financing tools and programs, and have experience working with other state or local housing finance agencies, federal housing agencies, and/or other not-for-profit community development organizations.

As a result of changing trends in the broader affordable housing market as well as new leadership within the agency, Rhode Island Housing is experiencing a period of redefinition and transition. So as to continue to meet its mission as well as the challenges ahead, the agency is looking for expert guidance to help evaluate the strengths of its programs and resources and potentially refocus its operations. Rhode Island Housing has recently completed a Strategic Planning initiative, which is expected to shape and inform the work of the selected respondent.

While this engagement is expected to evolve somewhat according to agency needs and the selected respondent's initial impressions and advice, the selected respondent will be responsible for carrying out the following specific projects:

- Assess the strength of Rhode Island Housing's relationships with other state government agencies and quasi-government agencies; recommend possible changes that would increase the efficiency and efficacy of those relationships with a view toward promoting Rhode Island Housing's mission (specifically, but without limitation, maximizing the production and preservation of affordable housing and promoting the agency's single family mortgage programs).
- Assess the strength of Rhode Island Housing's relationships with essential business partners, such as participating lenders and brokers, local cities and towns, realtors, developers (both for-profit and non-profit), community agencies, investors, and the like; develop recommendations for improving such relationships and/or establishing relationships with additional partners.
- Interview select Rhode Island Housing staff and state and municipal officials in an effort to evaluate Rhode Island Housing's existing program structure and

implementation; assess staffing strengths and deficits; develop recommendations for possible staff restructuring and/or supplementation.

- Survey best practices with respect to affordable housing production among other state housing finance agencies and in consultation with Rhode Island Housing's national trade group, the National Council of State Housing Agencies; recommend possible additions or changes to existing program offerings and organization.
- Gather and review recent surveys by local housing research organizations with respect to housing needs across Rhode Island; conduct targeted outreach to Rhode Island housing professionals (to be identified by Rhode Island Housing) to independently verify survey conclusions; make recommendations for refocusing Rhode Island Housing's single family and multifamily lending programs to reflect the needs identified based on the survey review.